



Balanced Scorecard Workshop

Implementing the BSC The Roll-Out Plan

The Kaplan-Norton model (1/2)

- To achieve our vision, we should continuously deliver our customers needs and their expectations
- To deliver continuously our customers needs and expectations, we should have effective and up-to-date internal processes
- To implement our internal processes successfully, our workforce should be competent and motivated
- To sustain all the above, we should be financially healthy

The Kaplan-Norton model (2/2)

- Therefore, the strategy is articulated through objectives that focus on:
 - Customers
 - Internal Processes
 - Learning and Growth (people)
 - Finances

...that are linked by cause-and-effect relationship

- And through measures, targets and initiatives related to those objectives

Objectives, measures, targets and initiatives

- Objectives: Describe the desired outcomes
- Measures (KPIs): The tools we use to indicate how well we are achieving our objectives
- Stretch Targets: Describe the desired value we would like the measure to reach within 3-5 years
- Initiatives: The actions we are planning to take in order to reach those targets

Implementing the Balanced Scorecard is to focus on ...

- Mission/ Values/ Vision
- Objectives
- Measures
- Targets
- Initiatives

...during BSC Review Meetings and in
between meetings

BSC Review Meetings

The Purpose:

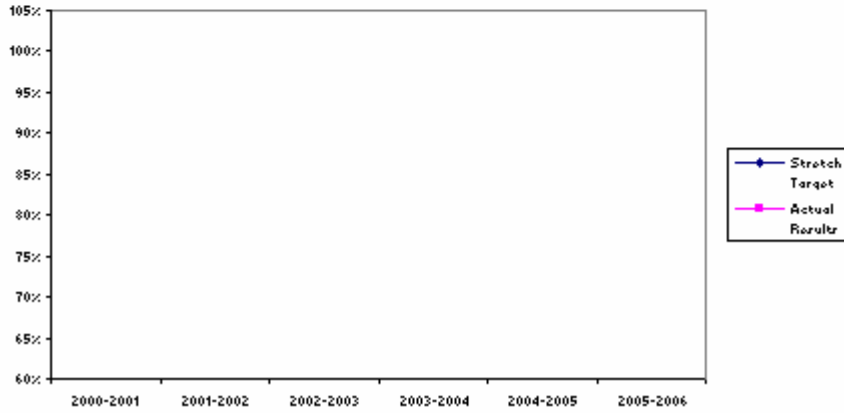
- Monitor the actual performance of the measures (against targets)
- Monitor the progress of strategic initiatives
- Discuss implications and resolve strategic issues

The Tools:

- A “Report Card” for each measure

The Duration:

- 2 to 3 hours each meeting

Perspective:		Objective:	
Measure:			
Measure Leader:	Performance Owner:		
Management Review Frequency:	Management Review Date:		
Comments on performance of measure:			
Data Source:		Reference:	Initiatives supporting this measure:
Calculation Method:		<u>Initiative:</u> <u>Comments on progress of Initiative:</u>	
			

Role of the Work Unit Manager

- Approves the strategy
- Issues the agenda of the BSC Review Meetings
- Chairs the BSC Review Meetings
- Approves corrective actions as required
- Reviews the minutes of the BSC Review Meetings
- Identifies the BSC Coordinator for the Work Unit

Role of the Performance Owner

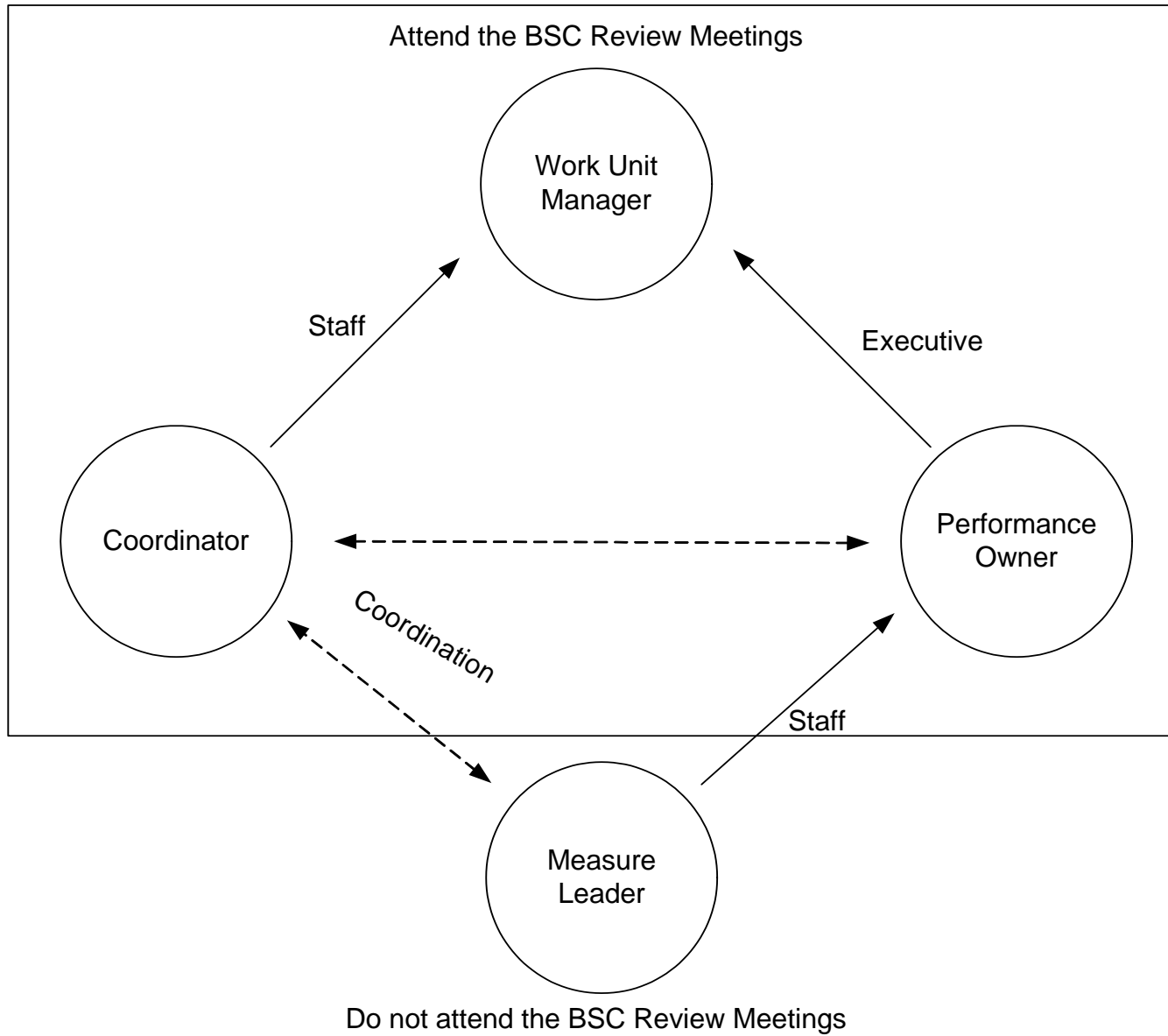
- Reports on performance of his/her measures during the BSC Review Meetings
- Advocates changes in strategy, initiatives and targets
- Identifies the Measure Leaders for the measures that he/she is responsible for
- Reviews the report card prepared by the Measure Leaders

Role of the Measure Leader

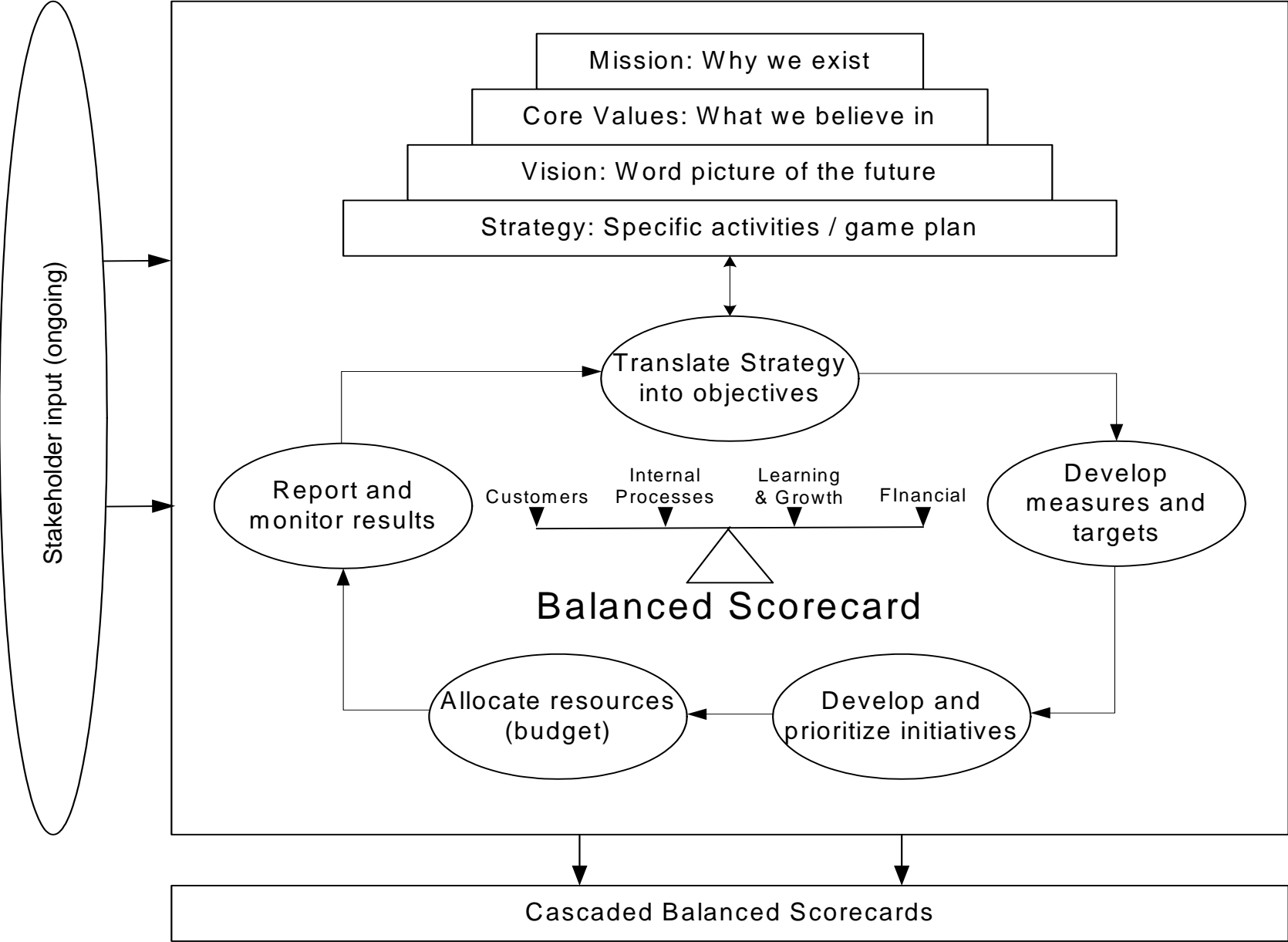
- Finalizes the measure details (e.g. formulae, data sources, frequency of update, method of calculation, etc.)
- Prepares the report cards for measures assigned
- Briefs the Performance Owners prior to the BSC Review Meetings
- Suggests revised targets and initiatives when necessary

Role of the BSC Coordinator

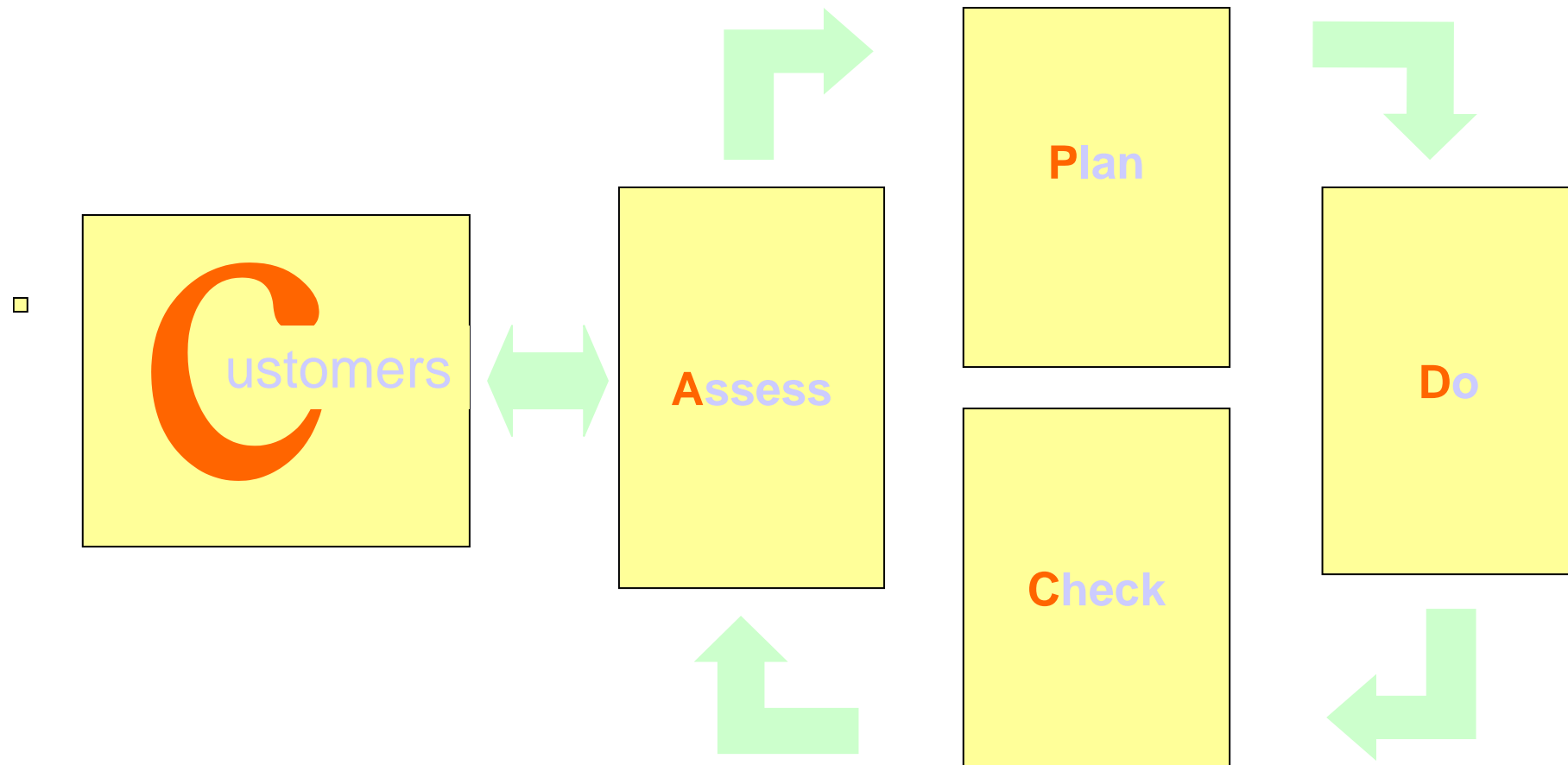
- Keeps the process of implementing and updating the BSC moving forward
- Coordinates all activities related to the BSC Review Meetings with the work unit manager, the performance owners and the measure leaders
- Drafts the agenda of the BSC Review Meetings
- Drafts the minutes of the BSC Review Meetings



Performance Management Map



Quality Management processes



BSC Roll-out Plan

- Assign a “Project Manager”
- Review/Revise/Complete the “Mission” statement
- Develop the “Vision” statement
- Assign the “BSC Coordinator”
- Identify the “Strategic Themes”
- Identify the “Strategic Objectives”
- Draw the “Strategy Map”
- Develop the “Measures”
- Identify “Performance Owners” and “Measure Leaders”
- Obtain “Senior Management” approval

BSC Roll-out Plan

- Identify “Stakeholders”
- Obtain stakeholders’ buy-in
- Collect “actual” data for each measure
- Set “Targets” for each measure
- Identify “Initiatives” for each objective
- Obtain senior management approval (targets & initiatives)
- Develop reporting system (Who, where, what, when)
- Hold regular “Management Review Meetings”